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/ ASKED HUGH FOR SOME
COMMENTS ON SUPPINT'S
PERFORMANCE IN THE TRAINING
COURSES — APPARENTLY DIDN'T
MAKE MYSELF TOO CLEAR.

NEVERTHELESS THIS IS OF
INTEREST —

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25 JUN 1971

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FILE Reports

18 JUN 1971

MEMORANDUM FOR: Assistant Deputy Director for Support

REFERENCE : Your memo of 2 June 1971, DD/S 71-2217

Bob :

Regarding your four questions:

1. Does the on-going review by the Curriculum Council (CC) get into actual substance of individual presentations? To date the Curriculum Council has not gone into the actual substance of presentations in a systematic, thorough manner and I expect it will be some time before such a review can be fitted into the agenda. Nevertheless, it is possible to offer limited comment on the effectiveness of Support Directorate speakers. The broadest insight we have into DDS presentations is in the Trends and Highlights Course. We have nothing constructive to suggest with respect to delivery. Most speakers are effective enough. Recently, however, a small but consistent number of comments have indicated failure of some speakers to stress "Trends and Highlights" and to retreat into descriptions of organization and how things work.

2. Does the sequence in a course, e.g., Midcareer, hold together? The Midcareer Course is actually three disparate packages: (1) the Grid, (2) two week-plus coverage of the Agency and the Intelligence Community from the standpoint of functions and problems, and (3) one week-plus coverage of significant developments in world and domestic affairs. On the face of it, the sequence should not "hold together," yet it does. An important gluing factor is the esprit de corps that comes when personnel of the different Directorates get to know, respect, and find that they even like each other. The Curriculum Council finds the Midcareer Course to be a questionable example of a course which "holds together" but cannot argue with its popularity and success. The Council is now concerned with training at the midcareer level and is suggesting, tentatively, that whereas we can be satisfied with Intelligence and World Affairs (IWA) as the basic course for

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new professionals, the present Midcareer Course does not properly fulfill a like role for the mid-level years. The present thinking of the Curriculum Council is that the need, perhaps, is for a series of roughly two-week courses at the midcareer level. One example of this is the following:

Coverage of the Agency: The present Midcareer Course--stripped of the first, fifth, and sixth weeks--would leave a basic Agency "Trends and Highlights," so to speak.

Coverage of International Affairs: The present AIS would serve this purpose.

Coverage of Significant Domestic Developments: This would be a new course which would keep change in the U. S. under review.

These courses would be run consecutively and could be taken as a block or separately, depending on the midcareer officer's need.

3. Do individual students enrolled in different courses hear the same stuff over and over again? Occasionally, but this is happening with less frequency. The occurrence of such repetition coupled with heavy use of high-level guest speakers was one reason for the creation of the Curriculum Council. To a great degree, the first important change arising from the Curriculum Council's work will eliminate the most serious repetitive overlap. The recasting of the four week Operations Familiarization Course (OFC) and the three week Intelligence Techniques Course (ITC) plus the present four or five week IWA's into the new four week IWA eliminates the rather heavy substantive overlap and speaker repetition inflicted on CT's and others going on to take the sixteen week Basic Operations Course and the eight week Intelligence Production Course. A remaining problem area concerns the use of the same high-level guest speakers in courses such as MEDC, AIS, COS Seminar, Trends and Highlights and the projected Senior Seminar. Our ability to tackle this problem has been greatly increased by the centralization of information on the use of guest speakers. As a result

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of the CC's review, a senior officer has been made the Guest Speaker Coordinator--a function previously handled independently by each school. The overview provided by the coordinator will immediately surface over-use and indicate possible multiple exposure.



HUGH T. CUNNINGHAM
Director of Training

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